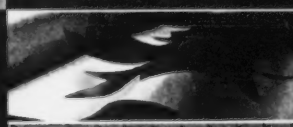
Indian and Northern Affairs Canada
Affaires indiennes et du Nord Canada

2008–2009
Estimates

Report on Plans and Priorities



Indian and Northern Affairs Canada and Canadian Polar Commission

Canada

Table of Contents

Minister's Message 1

Management Representation Statement 3

Section 1 — Departmental Overview 5
Raison d'être and Responsibilities 5
Challenges and Responses 6
Expenditure Profile 9
Program Activity Architecture 12

Section 2 — Analysis of Program Activities by Strategic Outcome 13
Strategic Outcome: The Government 13
Strategic Outcome: The People 17
Strategic Outcome: The Land 21
Strategic Outcome: The Economy 25
Strategic Outcome: Office of the Federal Interlocutor 28
The North 30
Internal Services 35
Canadian Polar Commission 37

Section 3 — Supplementary Information 39
Departmental links to the Government of Canada Outcomes 39
Link to Tables 40
Sustainable Development Strategy 40
Contacts for Further Information 42

Minister's Message

On behalf of Indian and Northern Affairs Canada (INAC) and the Canadian Polar Commission, I am pleased to present to Parliament and the people of Canada the *Report on Plans and Priorities* for 2008–09.

It has been six months since I became INAC Minister and Federal Interlocutor for Métis and Non-Status Indians — time enough to travel extensively and meet Aboriginal, northern, provincial and territorial leaders, and to learn from them about the diverse challenges and opportunities facing Canada's Aboriginal and northern communities where our history meets our future.

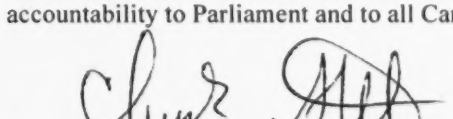
INAC has an Aboriginal mandate and a northern mandate, both of which aim at ensuring that Aboriginal and northern individuals and communities overcome conditions of dependency and isolation, and take advantage of the many opportunities in and around their communities so they can play an important role in the future development of Canada's economy and society.

In its Aboriginal mandate, INAC has identified several broad areas of action in fiscal year 2008–09, including education, economic development, settlement of claims and reconciliation, the empowerment of First Nations citizens and the protection of those most vulnerable.

With respect to its northern mandate, in 2008–09, INAC will focus on implementing key elements of the government's Northern Strategy, as announced in the most recent Speech from the Throne, continue its work on International Polar Year and pursue devolution of responsibilities to its territorial partners.

Across both mandates and all activities, the emphasis of INAC will remain the same: determined follow through on commitments already made; effective leadership and advocacy inside the Government of Canada on a wide range of Aboriginal and northern priorities; responsible and respectful partnership with Aboriginal and northern communities, provincial and territorial governments, and national and regional Aboriginal organizations; productive co-operation with and involvement of the private sector; and continued focus on achieving measurable results.

The *2008–2009 Report on Plans and Priorities* shows the challenges ahead and maps out practical courses of action to address these challenges in a manner designed to strengthen accountability to Parliament and to all Canadians.



The Honourable Chuck Strahl, P.C., M.P.
Minister of Indian Affairs and Northern Development
and Federal Interlocutor for Métis and Non-Status Indians

Management Representation Statement

I submit for tabling in Parliament the *2008–2009 Report on Plans and Priorities* for Indian and Northern Affairs Canada and the Canadian Polar Commission.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008–09 Estimates: Reports on Plans and Priorities* and *Departmental Performance Reports*:

- it adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- it is based on the department's strategic outcomes and program activities that were approved by the Treasury Board;
- it presents consistent, comprehensive, balanced and reliable information;
- it provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- it reports finances based on approved planned spending numbers from the Treasury Board Secretariat of Canada.

As you will see in this document, significant segments of INAC's programs are delivered through funding agreements, federal-provincial partnerships, claims settlements and other arrangements. While these engage the energies and resources of other parties, which contribute to stronger outcomes, it also means that specific outcomes are sometimes affected by the extended nature of these arrangements, by factors external to the department that may impact our partners and their ability to contribute at a particular time. In this context, the constant improvement of INAC's strategic outcome plans, and the clarity of the performance measures used, is aimed at providing as clear and accountable a picture as possible of INAC's objectives over the planning period.

At the same time, it is INAC's objective to ensure that the supporting business practices are economical, efficient and effective to enable the delivery of INAC's programs and policies over the planning period for this report. Equally important, INAC will give priority attention to the implementation of legislative frameworks and claims settlements — again, to ensure maximum possible attainment of the expected results set out in this report.

Michael Wernick
Deputy Minister, Indian and Northern Affairs Canada

Raison d'être and Responsibilities

The department is responsible for two mandates, **Indian and Inuit Affairs** and **Northern Development**, which together support Canada's Aboriginal and northern peoples in the pursuit of healthy and sustainable communities and broader economic and social development objectives.

The **Indian and Inuit Affairs** mandate derives from the *Indian Act* and its amendments over the years, from specific statutes enabling modern treaties, such as the *Nisga'a Final Agreement Act* or the *Labrador Inuit Land Claims Agreement Act*, and from more recently enacted statutes, among which are statutes like the *First Nations Fiscal and Statistical Management Act* and the *First Nations Jurisdiction Over Education in British Columbia Act*, designed to provide First Nations with jurisdictional powers beyond the *Indian Act*. A significant amount of the department's mandate is derived from policy decisions and program practices that have developed over the years; it is framed by judicial decisions with direct policy implications for the department; and it is structured by funding arrangements or formal agreements with First Nations and/or provincial or territorial governments.

Working together to make Canada a better place for Aboriginal and northern people and communities

Under Indian and Inuit Affairs, INAC negotiates comprehensive and specific land claims and self-government agreements on behalf of the Government of Canada; oversees implementation of claim settlements; delivers provincial-type services such as education, housing, community infrastructure and social support to Status Indians on reserves; manages land; and executes other regulatory duties under the *Indian Act*.

In recent years, the department's responsibilities for the planning and co-ordination of government-wide activities relating to Aboriginal and northern priorities have been expanded, including, in particular, INAC's new role in Aboriginal economic development activities, and in the development of the government's Northern Strategy. Over the planning period, there will be a further expansion of INAC's government-wide policy development activities relating to Aboriginal and northern priorities.

The INAC Minister is also the Federal Interlocutor for Métis and Non-Status Indians, and is responsible for the Office of the Federal Interlocutor. The Office of the Federal Interlocutor uses its relationships and partnerships with other federal departments, other governments, Aboriginal representative organizations and community leaders to raise awareness of the circumstances of Métis, Non-Status Indians and urban Aboriginal people, and to increase opportunities for their improved participation in the economy and society.

The Inuit Relations Secretariat was established in 2005 to serve as a focal point for Inuit issues and to advocate for the inclusion of Inuit-specific concerns in federal program and policy development. This Secretariat reports to the Deputy Minister and is the principal liaison with national and regional Inuit organizations.

The **Northern Development** mandate derives from statutes enacted in the late 1960s and early 1970s, including the *Department of Indian Affairs and Northern Development Act*, 1970; from statutes enacting modern treaties north of 60°, such as the *Nunavut Land Claims Agreement Act*, or self-government agreements, such as the *Yukon First Nations Self-Government Act*; and from statutes dealing with environmental or resource management, and is framed by statutes that enact the devolution of services and responsibilities from INAC to territorial governments, such as the *Canada-Yukon Oil and Gas Accord Implementation Act*.

This makes INAC the lead federal department for two-fifths of Canada's land mass, with a direct role in the political and economic development of the territories, and significant responsibilities for resource, land and environmental management. In the North, the territorial governments generally provide the majority of programs and services to all Northerners, including Aboriginal people.

Finally, both mandates include an international dimension: INAC is actively engaged in international indigenous and circumpolar activities involving Aboriginal and northern organizations, states and international organizations.

Challenges and Responses

The Aboriginal population is one of the fastest-growing segments of Canadian society. The 2006 Census data show that the number of people who identified themselves as an Aboriginal person has surpassed the one-million mark. This growth is bringing with it ever-increasing demands for services as well as the opportunities that an educated, capable Aboriginal youth cohort can offer the labour force of tomorrow. Canada's North possesses unparalleled opportunities for resource development that will transform the lives of all Northerners, including Aboriginal people, the communities they live in, and Canada as a whole.

To contribute to Aboriginal and northern aspirations, the department needs to consider that some of Canada's Aboriginal and northern people live in isolated communities, while others are concentrated in, or in close proximity to, urban areas. As well, many Aboriginal communities, in the North in particular, are on the front line of environmental and climate change. At the same time, unparalleled opportunities are emerging for Aboriginal and northern communities, arising out of resource development, claims settlements, new program delivery arrangements, new legislative frameworks and, most importantly, out of the growing capacity of these communities to manage their own affairs and pursue their own priorities.

The strategic outcomes put forward in this planning document are designed to help accomplish Aboriginal and northern aspirations and priorities. The structural nature of these challenges, however, means they will not be overcome — and priorities will not be met — overnight. Accordingly, the objectives put forward in this plan should be seen as a continuing investment, one that aims at generating immediate, intermediate and end outcomes. Achieving the outcomes presented in this plan will also depend, in many cases, on factors beyond the direct control of INAC, including the priorities and timing of INAC's partners, the availability of resources, judicial decisions, and other unanticipated events and developments.

For INAC to ensure, as much as possible, the effectiveness of its planned activities, it must consider how to:

- ensure that the department's programs evolve to respond to the many facets of Aboriginal and northern realities in effective and accountable ways;
- build and nurture the partnerships necessary to achieve its strategic outcomes;
- effectively implement past initiatives and agreements; and
- ensure responsible and sustainable resource development in the face of rising concerns about climate change and the environment.

Evolution of INAC's Policies, Programs and Organizational Capacity

INAC is one of 34 federal departments and agencies involved in Aboriginal and northern programming. This many actors create challenges for ensuring that programs do not work at cross purposes, including within INAC since the department responds to a range of needs. Canada's Aboriginal and northern communities, as well as Canadian taxpayers, must get the full benefit of this investment.

For its part, INAC will continue its government-wide leadership on Aboriginal economic development. During the planning period, INAC will work with the Treasury Board Secretariat on the recommendations of the Blue Ribbon panel on grants and contributions to develop new approaches to funding programs that will begin to improve the way Aboriginal individuals and communities are supported and will enhance program effectiveness and accountability.

To achieve the strategic outcomes planned for 2008–09 through INAC's own programs, the department will pursue the following:

- innovation in priority areas like education and housing;
- renovation of core program authorities to improve responsiveness to changing conditions and needs;
- development of legislative frameworks that will empower Aboriginal Canadians and Northerners to make their own decisions, manage their own resources and support their community's development; and
- special attention to ensuring that those Aboriginal people who are most vulnerable are protected and empowered, for example, by establishing family violence shelters and tabling legislation designed to protect the property rights of First Nations women in cases where relationships fail.

To ensure that the department has the capacity to pursue these strategic outcomes, INAC will develop more robust performance indicators focused on outcomes, make key advances in human resources development (stressing recruitment and establishing an Integrity, Values and Conflict Resolution Centre), strengthen information and resource management capacities in direct support of strategic outcome planning and enhanced stewardship of resources, and make new investments in communications activities aimed at raising public awareness about Aboriginal and northern realities and opportunities. In all of these activities, the department will emphasize strengthening core business practices to ensure

the effective delivery of INAC programs, either directly by the department or through funding agreements and partnership arrangements.

Emphasis on Partnerships

The bulk of the department's programs are delivered through partnerships with Aboriginal communities, federal-provincial or federal-territorial agreements, or formal bilateral or multilateral negotiating processes.

Accordingly, during the planning period, INAC will pursue a number of initiatives aimed at making partnerships more effective, including: improvements in key claim and self-government negotiating processes, with an emphasis on specific claims; implementation of the federal government's Consultation and Accommodation Action plan; special attention to the implementation of modern treaties; close co-operation with First Nations in the implementation of recently enacted statutes aimed at giving expanded jurisdiction over monies and resources; and signing of federal-provincial-First Nations protocols on education, child and family services, and active income support measures.

The Office of the Federal Interlocutor will continue implementing the 2007–2012 Urban Aboriginal Strategy, an approach based on problem-solving partnerships with provincial governments, urban Aboriginal organizations, municipalities and other federal departments. As well, the Office of the Federal Interlocutor will lead collaborative efforts with a wide range of partners to respond to Métis rights, support tripartite governance arrangements for Métis and Non-Status Indians, and establish a research network to address relevant policy challenges.

The Inuit Relations Secretariat will launch the Inuit Research Agenda during the current planning period, and will commence negotiations on selected elements of the Inuit Action Plan to address education, economic development, youth and urban Inuit issues. Strengthening relations with the Inuvialuit, Nunavut, Nunavik and Nunatsiavut regions will be a priority of the Inuit Relations Secretariat as well.

Implementation of the Northern Strategy

Land claim and self-government agreements with Aboriginal northern peoples, devolution of federal powers to territorial governments, prudent management of land and resources and ground-breaking private sector investment have positioned Canada's North for a period of unprecedented development.

Consequently, INAC, in partnership with other federal departments and stakeholders, will lead the development and implementation of an integrated Northern Strategy that will focus on strengthening Canada's sovereignty, protecting our environmental heritage, promoting economic and social development, and improving governance so that Northerners have greater control over their destinies.

Focus on Sustainable Development and Environmental Stewardship

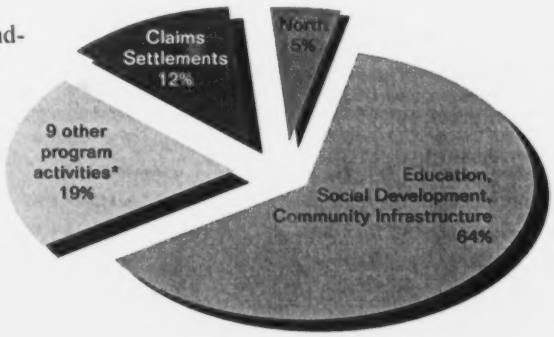
Aboriginal and northern Canadians have a fundamental relationship with the land and its resources. For years, they have been calling attention to the effects of climate change and demanding a broader, more sustainable approach to how all Canadians relate to the land. Increasingly, Aboriginal and northern Canadians will be major players in the development of Canada's resources. South of 60°, the reserve land base is expected to increase by over 55 percent between 1990 and 2010, and brings with it extensive mineral and other resources; north and south of 60°, land claims and self-government agreements entail Aboriginal control or participation in the management of large land masses, with resource and hydro development potential.

During the planning period, the department will act on a number of fronts to address these challenges. INAC's Sustainable Development Strategy (http://www.ainc-inac.gc.ca/sd/sd0710/index_e.html) will go through an evaluation to ensure it is effectively responding to priority issues. Major advances will be made in the areas of contaminated sites, environmental assessments, infrastructure challenges, and Aboriginal and northern resource management capacity and governance. Finally, INAC's Environmental Stewardship Strategy will receive further attention as a vehicle for co-ordinating the department's many efforts aimed at enhanced and sustainable management of lands and resources.

Expenditure Profile

Planned Spending Breakdown

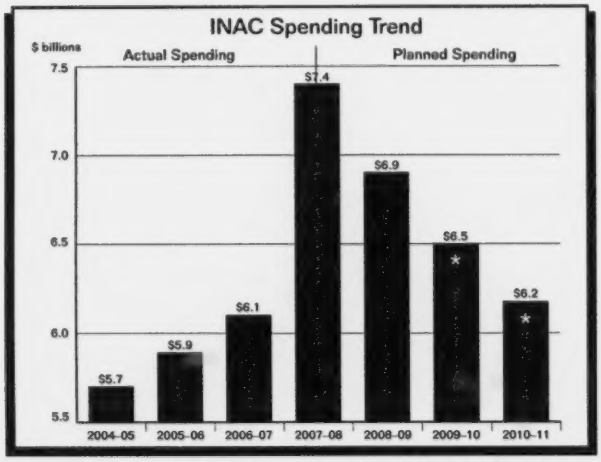
Over 60 percent of departmental spending (3 of 17 program activities) is committed to basic services, such as education, social services and community infrastructure to provide access to provincial-type services.


Claims Settlements 12%
North 5%
9 other program activities* 19%
Education, Social Development, Community Infrastructure 64%

Total Planned Spending — Explanation of Trend

The increase in spending from 2004–05 to 2007–08 is primarily due to:

- payment to the Quebec Cree in 2007–08 to settle implementation issues respecting the James Bay and Northern Quebec Agreement and related litigation;
- incremental funding provided to meet the demand for ongoing First Nations and Inuit programs and services;
- funding provided in Budget 2006 for priorities, including education, women, children, families, water and housing;
- funding provided in Budget 2005 for First Nations housing and related infrastructure;



*Future settlements of claims and litigation will be added to planned spending levels through subsequent appropriations, typically through Supplementary Estimates. Similarly, decisions in future federal budgets may lead to additional appropriations.

- funding provided in Budget 2005 for the Mackenzie Gas Project;
- funding provided in Budget 2004 for the Federal Contaminated Sites Action Plan; and
- funding provided in Budget 2004 for Strategic Investments in Northern Economic Development.

Planned spending over the period from 2007–08 to 2010–11 diminishes mainly because of reductions related to the sunset of targeted funding, that is:

- payment to the Quebec Cree to settle implementation issues respecting the James Bay and Northern Quebec Agreement and related litigation;
- funding provided in Budget 2005 for First Nations housing and related infrastructure;
- funding provided in Budget 2005 for the Mackenzie Gas Project;
- funding provided in Budget 2004 for the Federal Contaminated Sites Action Plan;
- funding provided in Budget 2004 for Strategic Investments in Northern Economic Development;
- funding provided in Budget 2003 for the First Nations Water Management Strategy; and
- funding profile for Budget 2008 announcements is not available beyond 2009–10.

2008–09 Main Estimates and Planned Spending

The 2008–09 Main Estimates for the department are approximately $6.3 billion. In addition, it is expected that adjustments of about $0.6 billion will be included in the 2008–09 Supplementary Estimates, resulting in total planned spending of approximately $6.9 billion.

	($ Millions)
2008–09 Main Estimates	6,267
Adjustments (planned spending not in Main Estimates)*	583
Total Planned Spending	6,850

*Includes Budget 2006/Budget 2007/Budget 2008 funding for priorities, including education, women, children, families, water/wastewater and economic development; incremental funding to accelerate the resolution of specific claims; payment to the Quebec Cree to settlement issues respecting the James Bay and Northern Quebec Agreement and related litigation; funding for 2010 Olympic Legacy Agreements.

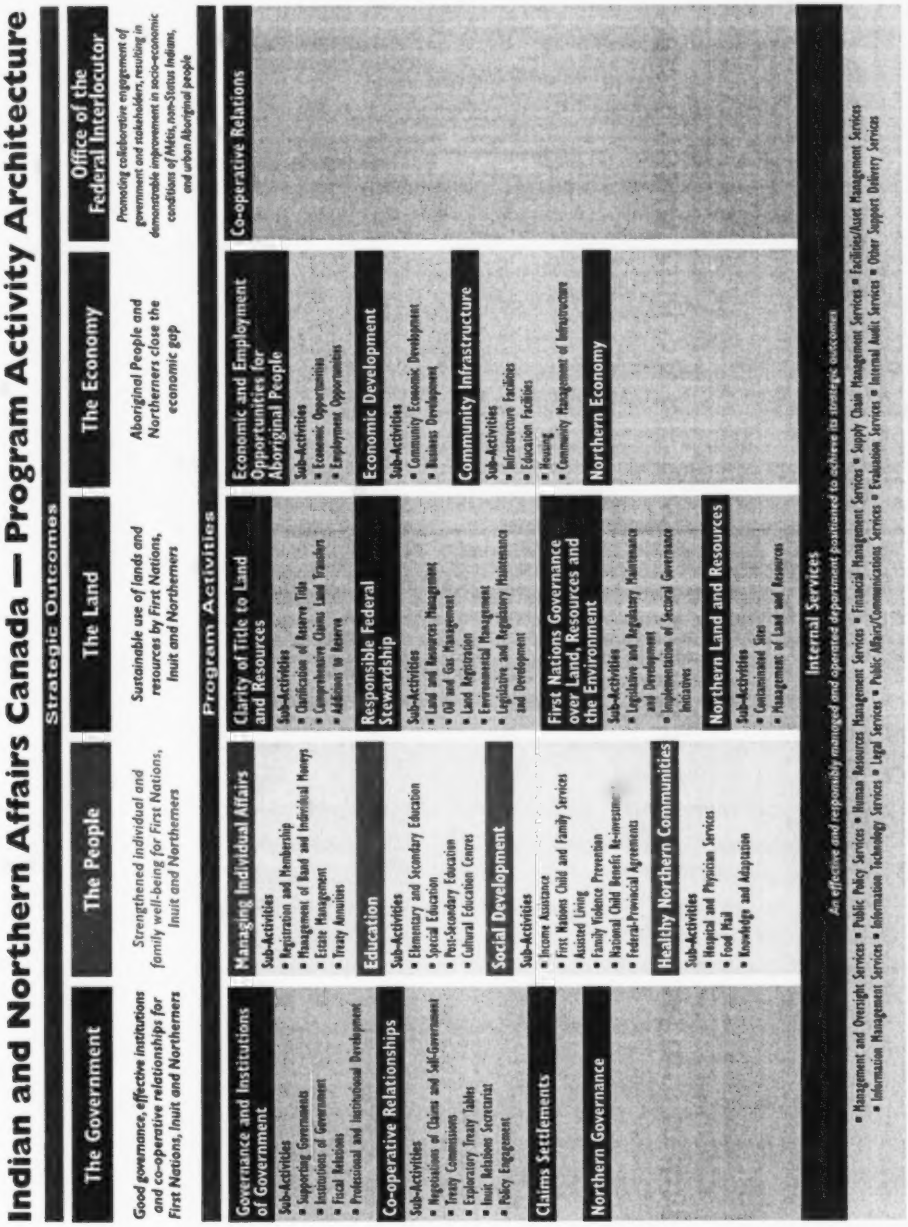
Allocation Methodology

Within the government planning and budgeting process, departments do not identify Internal Services (i.e. departmental management and administration) as a separate activity. These resources are attributed to strategic outcomes and program activities. This presents a challenge for INAC to provide a useful presentation of resources, given that it is primarily in the business of transferring funds to third parties for the delivery of programs and services meeting its objectives and mandate. As such, it has to ensure the proper administration of these transfers, undertake monitoring and accountability activities, and provide policy advice and other services (e.g., litigation management). It should be noted, however, that the proportion of INAC's total budget allocated to Internal Services amounts to less than 5 percent, which is comparable to other departments.

The department's Program Activity Architecture (PAA), presented on the following page, is an articulation of how resources are managed and allocated, and how activities are organized to achieve results. Although INAC's PAA has five strategic outcomes, four of which include Program Activities that comprise the Northern Development Program, for ease of reference, all four Northern Development Program Activities are grouped together in Section 2.

Program Activity Architecture

The Program Activity Architecture (PAA) of Indian and Northern Affairs Canada illustrates 17 main program activities and associated sub-activities by strategic outcome.



Strategic Outcome: The Government

Under this strategic outcome, activities support capacity building for governance and institutions, co-operative relationships, and claims settlements as the foundation for self-reliant First Nations, Inuit and Northerners.

During 2008–09, INAC will take a lead role in advancing a number of initiatives that are essential elements to achieving results, building community capacity, resolving specific claims, implementing historic treaty relationships and maintaining momentum at self-government and land claims negotiations tables. While steady progress is being made toward achieving key milestones through settling modern-day treaties and resolving specific claims, INAC will continue to work with its Aboriginal, provincial and territorial partners in implementing the obligations set out in negotiated agreements.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	1,653.9	1,285.4	1,263.2
Attributed*	75.3	65.5	64.7
Total	1,729.2	1,350.9	1,327.9
Human Resources (FTEs)			
Direct	510.6	509.6	509.6
Attributed*	555.0	465.0	459.7
Total	1,065.6	974.6	969.3

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10.
Figures include the Northern Governance program activity from The Government strategic outcome. *See box on p. 11

THE GOVERNMENT Logic Model

Strategic Outcome: Good governance, effective institutions and co-operative relationships for First Nations, Inuit and Northerners

Program Activities

Governance and Institutions of Government

Sub-Activities
- Supporting Governments
- Institutions of Government
- Fiscal Relations
- Professional and Institutional Development

Co-operative Relationships

Sub-Activities
- Negotiations of Claims and Self-Government
- Treaty Commissions
- Exploratory Treaty Tables
- Inuit Relations Secretariat
- Policy Engagement

Claims Settlements

Immediate Outcomes
- Capacity in First Nation, Inuit and northern communities
- Financial transfer arrangements matched to First Nations and Inuit capacity and responsibilities
- Policy, programs and legislation that are responsive to First Nations, Inuit and Northerner requirements
- Productive negotiations and discussions with First Nations, Inuit, Northerners, provinces and territories
- Productive partnerships with First Nations, Inuit, Northerners, provinces and territories
- Legal obligations fulfilled, including the duty to consult and accommodate

Intermediate Outcomes
- Certainty of ownership and use of land and resources
- Aboriginal governments with clearly defined jurisdictions
- Legal obligations fulfilled
- Implementation of agreements
- First Nations, Inuit and northern institutions established
- Government-to-government relationships established

End Outcomes
- Capable and accountable governments and institutions
- Self-reliant communities with improved socio-economic indicators

Program Activity: Governance and Institutions of Government

The department's activities strive to respond to the diverse needs of First Nations and Inuit through strategies that support them in implementing strong, effective and sustainable governments at different stages of development.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	622.9	625.4	631.4
Attributed*	35.2	38.5	39.1
Total	658.0	663.9	670.5
Human Resources (FTEs)			
Direct	68.8	68.8	68.8
Attributed*	261.6	276.4	281.1
Total	330.4	345.2	349.9

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

This program activity has two main objectives. The first is to enhance the capacity of First Nations and Inuit to implement and manage effective governance, for example, by developing systems and tools that support governance capacity building. The second is to ensure that financial transfer arrangements are matched to First Nations and Inuit capacity. For more on governance, visit: http://www.ainc-inac.gc.ca/ps/lts/fng/index_e.html.

Expected results for the Governance and Institutions of Government program activity will be advanced in 2008–09 by enhancing existing federal obligation tracking systems related to land claims settlements; developing a Multi-year Community Fiscal Transfer Program (i.e., multi-year grant); and adding community infrastructure built as a result of take-up of institutional services.

Performance Measurement

Expected Results	Performance Indicators
Implementing land claims and self-government agreements	• Number of federal obligations implemented
Meeting statutory/regulatory obligations under the *Indian Act* with respect to elections and lawmaking	• Number of general elections conducted under the *Indian Act* and number of election appeals processed in a fiscal year • Number of by-laws reviewed and disallowed in a fiscal year • Number of election codes reviewed and number of First Nations removed from the election provisions of the *Indian Act* enabling them to hold their band council elections under a community designed election system in a fiscal year
Capacity development	• Number of projects supporting First Nations capacity development
Financial transfer arrangements matched to First Nations and Inuit capacity and responsibilities	• Number of communities with unqualified financial statements • Number of Aboriginal self-governments with fiscal financing agreements

Program Activity: Co-operative Relationships

Federal, provincial and territorial governments, as well as First Nations and Inuit governments and institutions, are building the foundation for co-operative relationships that will help define common agendas and reduce conflict. Key activities include: negotiating and implementing land claims and self-government agreements; engaging in consultation and policy development; exploring issues and practical measures within historic treaty relationships; and putting in place mechanisms and tools that allow all parties to work together to identify priorities for action. For more on self-government, visit: http://www.ainc-inac.gc.ca/ps/sg/index_e.html. For more on claims, visit: http://www.ainc-inac.gc.ca/ps/clm/index_e.html.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	208.3	199.9	171.1
Attributed*	11.9	11.8	10.2
Total	220.2	211.7	181.3
Human Resources (FTEs)			
Direct	398.4	397.4	397.4
Attributed*	83.1	84.5	73.1
Total	481.5	481.9	470.5

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

Expected results for the Co-operative Relationships program activity will be advanced in 2008–09 by:

- implementing the *Justice at Last specific claims action plan*, and establishing the specific claims tribunal;
- enacting the Nunavik Inuit Land Claims Agreement;
- enhancing existing federal obligation tracking systems related to Land Claims Settlements;
- implementing new and/or amended policy tools for addressing rights defined under Section 35 of the *Constitution Act, 1982*;
- rolling out the Inuit Research Agenda;
- cataloguing federal programs for Aboriginal people to determine Inuit eligibility, also to create more opportunities and accessibility for Inuit;
- work plans to address: Inuit education, Inuit economic development, Inuit youth, Inuit connectivity, and urban Inuit as negotiated with the Inuit Tapiriit Kanatami on behalf of the Inuit;
- having the Office of the Treaty Commissioner in Saskatchewan operate under a renewed mandate; and
- reaching key milestones in comprehensive, self-government and specific claims negotiations.

Performance Measurement	
Expected Results	**Performance Indicators**
Productive claims and self-government negotiations and treaty discussions with First Nations, Inuit, Métis, Northerners and provinces/territories	• Achievement of deliverables and key milestones identified in the agreed-upon work plans • Number and extent of agreements or reports on understandings that are reached • Number of specific claims addressed
Legal obligations are fulfilled, including the duty to consult and accommodate, and the implementation of claims and self-government agreements	• Number of First Nations, Métis and Inuit groups that have been engaged in discussions in the development of federal policy on consultation and accommodation • Number of legal obligations implemented
Policy, programs and legislation that are responsive to requirements of First Nations, Inuit, Métis and Northerners	• Number of groups utilizing policy, program and legislative options • Number of options for addressing s. 35 rights • Number of opportunities for Inuit to be consulted in federal policy and program development

Program Activity: Claims Settlements

Financial Resources ($ millions)			
	2008–09	**2009–10**	**2010–11**
Direct	808.8	444.0	445.5
Attributed*	27.7	14.6	14.8
Total	836.6	458.7	460.3
Human Resources (FTEs)			
Direct	—	—	—
Attributed*	206.3	99.9	101.3
Total	206.3	99.9	101.3

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

This program activity supports the settlement of special, specific and comprehensive claims.

One of the direct results of the negotiation and implementation of claims is the payment of claims settlement dollars. Indirect results include improved governance and improvements in socio-economic conditions.

Performance Measurement	
Expected Results	**Performance Indicators**
Financial transfers, as part of specific and comprehensive claims settlements	• Claims settlement dollars transferred in fiscal year • Number of agreements reached

Strategic Outcome: The People

The People strategic outcome focuses on the department's mandate with respect to provincial-type services on reserves south of the 60th parallel, as well as fulfilling other departmental statutory and treaty obligations to individuals.

Over the course of 2008–09, INAC will implement initiatives aimed at improving education outcomes, stabilizing social programs and addressing the needs of individual First Nations community members, including new education and social partnership agreements with First Nations and with provinces, and new secure Certificates of Indian Status. In addition, INAC will actively renovate program authorities and other major program provisions dealing with individual well-being, including education, income assistance, family violence prevention and the determination of registration in accordance with the *Indian Act*. INAC will continue to advance a legislative approach to address on-reserve matrimonial real property, and to work on proposed modifications to the *Canadian Human Rights Act*.

Financial Resources ($ millions)			
	2008–09	**2009–10**	**2010–11**
Direct	3,194.0	3,273.3	3,258.6
Attributed*	177.1	195.5	200.2
Total	3,371.0	3,468.9	3,458.8
Human Resources (FTEs)			
Direct	320.1	315.6	315.6
Attributed*	1,316.5	1,403.2	1,438.0
Total	1,636.6	1,718.8	1,753.6

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10.
Figures include the Healthy Northern Communities program activity from The People strategic outcome. *See box on p. 11

THE PEOPLE Logic Model

Strategic Outcome: Strengthened individual and family well-being for First Nations, Inuit and Northerners

Program Activities

Managing Individual Affairs
Sub-Activities
- Registration and Membership
- Management of Band and Individual Moneys
- Estate Management
- Treaty Annuities

Education
Sub-Activities
- Elementary and Secondary Education
- Special Education
- Post-Secondary Education
- Cultural Education Centres

Social Development
Sub-Activities
- Income Assistance
- First Nations Child and Family Services
- Assisted Living
- Family Violence Prevention
- National Child Benefit Re-investment
- Federal-Provincial Agreements

Immediate Outcomes
- Updated legislative, policy and program delivery frameworks
- Effective stewardship of legislative, administrative and treaty obligations
- Meaningful participation by Aboriginal people and Northerners in decisions that affect them
- Strategic partnerships with other jurisdictions in education and social development to support better alignment with provincial and territorial counterparts

Intermediate Outcomes
- Greater integration and collaboration across jurisdictions
- Healthier Aboriginal people and Northerners who are better positioned to participate in the labour market and implement effective stewardship over programs and resources

End Outcomes
- Strengthened individual and family well-being for Aboriginal people and Northerners

Program Activity: Managing Individual Affairs

In accordance with the *Indian Act*, INAC has responsibilities with respect to maintaining the Indian Register, determining entitlement to registration, issuing Certificates of Indian Status, managing membership, managing trust funds, administering estates, and paying treaty annuities and allowances.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	28.9	24.7	26.9
Attributed*	1.6	1.3	1.3
Total	30.5	26.0	28.2
Human Resources (FTEs)			
Direct	86.6	86.6	86.6
Attributed*	11.7	9.2	9.2
Total	98.3	95.8	95.8

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

Notwithstanding the impact of the historic residential schools settlement on the department workload, over the next three years, INAC intends to modernize service delivery standards and increase First Nations capacity to manage their own programs and services. The department also plans to continue to support legislative proposals aimed at strengthening the rights of individuals, including those related to on-reserve matrimonial real property legislation and the *Canadian Human Rights Act*. Additional information on individual affairs can be found at: http://www.ainc-inac.gc.ca/ps/lts/ia_e.html.

Performance Measurement

Expected Results	Performance Indicators
Increased First Nations control over programs and services	• Number of First Nations actively exercising control over the determination of band membership • Number of Indian registration administrators with increased delegation of program responsibilities • Number of estate files being administered by First Nations
Effective stewardship of legislative, administrative and treaty obligations	• Up-to-date and accurate Indian Register and departmentally-maintained band lists • Number of membership code submissions received, processed and completed, and number of estate files administered • Number of national treaty events conducted and number of annuitants receiving payments
Improved legislative, policy and program frameworks	• National implementation of new Certificate of Indian Status • Modernization of the band creation policy and procedures guide • Modernization of estates policy, training and business tools for INAC staff and First Nation administrators

Program Activity: Education

Through its educational programming, INAC will continue to work with its partners to improve educational outcomes for First Nations and Inuit learners, not only increasing graduation rates, but also boosting the level of literacy and numeracy skills. INAC will strengthen partnerships with First Nations and provinces — like those recently established in British Columbia and Quebec — to support improved outcomes. Further information on educational programming funded by INAC is available at: http://www.ainc-inac.gc.ca/edu/index-eng.asp.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	1,647.3	1,704.2	1,687.2
Attributed*	92.0	101.9	104.6
Total	1,739.4	1,806.1	1,791.8
Human Resources (FTEs)			
Direct	179.6	176.1	176.1
Attributed*	684.2	731.1	751.1
Total	863.8	907.2	927.2

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

Performance Measurement

Expected Results	Performance Indicators
Improved educational attainment by First Nations students supported by education policies and programs in place	• Elementary and Secondary Education: Percentage of First Nations students graduating from elementary and secondary schools • Special Education: Percentage of students identified with high-cost needs who have individual education plans • Post-Secondary Education: Percentage of First Nations and Inuit students graduating from post-secondary programs
Tripartite educational partnerships established to improve outcomes for First Nations students on-reserve and in the provincial system	• Number of tripartite education partnerships established

Program Activity: Social Development

This program activity supports the safety and well-being of First Nations individuals and families through the delivery of social services on reserves. Social services include: basic needs, such as food, clothing and shelter; child and family services; non-medical assistance for persons with functional limitations; and family violence prevention. The aim is to provide social services at a level reasonably comparable to provincial and territorial programs.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	1,413.8	1,452.0	1,455.9
Attributed*	77.7	86.7	88.9
Total	1,491.5	1,538.8	1,544.7
Human Resources (FTEs)			
Direct	30.8	30.8	30.8
Attributed*	577.7	622.6	638.3
Total	608.5	653.4	669.1

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

INAC works closely in partnership with other government departments, provinces, territories and First Nations in implementing social development programming. INAC and its partners are focused on renovating the programs with more emphasis on prevention and active measures and a results-based approach conducive to safe and sustainable communities where First Nations individuals and families are empowered to foster and maintain their social well-being. Additional information on social development can be obtained at: http://www.ainc-inac.gc.ca/ps/soc_e.html.

Performance Measurement

Expected Results	Performance Indicators
Enhanced strategic partnerships	• Number of regional partnership agreements • Number of early childhood development interdepartmental pilot projects
Strengthened programs and expanded services to First Nations individuals on reserve	• Number of new initiatives undertaken to improve program management
Effective stewardship of legislative and administrative obligations	• Percentage of eligible individuals requesting services and receiving income assistance
Reduced dependency on social services/increased self-sufficiency	• Percentage of adult population receiving income assistance, and percentage of children in care, compared with prior years • Number of individuals participating in proactive programs (e.g., employment training, family violence prevention)

Strategic Outcome: The Land

The First Nations reserve land base is changing dramatically — in size, location and development potential — creating significant challenges and opportunities. On the one hand, the projected increase in reserve lands by over 55 percent between 1990 and 2010 exerts significant pressure on the federal government to convert and manage these additional lands while building capacity within First Nations for land, resource and environmental management. On the other hand, these new reserve lands are offering new opportunities for economic development, given their proximity to urban centres, resource development potential and other factors.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	283.7	250.1	149.3
Attributed*	16.0	15.3	9.1
Total	299.6	265.3	158.4
Human Resources (FTEs)			
Direct	607.6	527.1	502.9
Attributed*	118.7	109.7	65.4
Total	726.3	636.8	568.3

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10.
Figures include the Northern Land and Resources program activity from The Land strategic outcome. *See box on p. 11

In this context, the 2008–09 agenda for The Land strategic outcome focuses on supporting the process for adding land to reserves, building capacities for effective management of this changing land base, and enabling its economic development.

THE LAND Logic Model

Strategic Outcome: Sustainable use of lands and resources by First Nations, Inuit and Northerners

Program Activities

Clarity of Title to Land and Resources
Sub-Activities
- Clarification of Reserve Title
- Comprehensive Claims Land Transfers
- Additions to Reserve

Responsible Federal Stewardship
Sub-Activities
- Land and Resources Management
- Oil and Gas Management
- Land Registration
- Environmental Management
- Legislative and Regulatory Maintenance and Development

First Nations Governance over Land, Resources and the Environment
Sub-Activities
- Legislative and Regulatory Maintenance and Development
- Implementation of Sectoral Self-Governance Initiatives

Immediate Outcomes
Improved infrastructure and capacities including:
- improved partnerships, interfaces and integration
- reconciliation of land issues and access to land and resources
- compliance with established regimes
- strengthened skills and competencies
- modernized legislative, regulatory and policy frameworks
- advancement of land and resource-based economic development projects

Intermediate Outcomes
Opportunities for more direct responsibility and control by First Nations, Inuit and Northerners, including:
- strengthened governance capacities in relation to land, resources and environment
- control of sector-specific arrangements
- optimal conditions to attract investments
- greater involvement by First Nations, Inuit and Northerners over the land and resource-based economic development agenda

End Outcomes
Greater control of lands, resources and the environment by First Nations, Inuit and Northerners, built on stronger governance capacities, thus enabling economic development activities leading to self-reliant communities

Program Activity: Clarity of Title to Land and Resources

Additions to reserves continue to be a major priority within The Land strategic outcome. Much of this activity is in Manitoba and Saskatchewan, where additions to reserves are required to meet the federal government's Treaty Land Entitlement obligations. The pressure to add land to reserves exists across the country, however, and is expected to increase as the federal government accelerates the settlement of specific claims.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	9.0	5.5	5.4
Attributed*	0.5	0.3	0.3
Total	9.5	5.8	5.7
Human Resources (FTEs)			
Direct	17.5	17.5	16.5
Attributed*	3.7	2.5	2.5
Total	21.2	20.0	19.0

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

Performance Measurement

Expected Results	Performance Indicators
Greater access to land and resources: • the addition to reserves of another 150,000 acres in Manitoba • the transfer of 5,000 square kilometres pursuant to the Nunavik Final Agreement	• Number per year of additional hectares of land accessible to First Nations through additions to reserves and comprehensive claims

Program Activity: Responsible Federal Stewardship

Additions to the reserve land base trigger the requirement for additional capacities and tools to manage these lands and support their development. To this end, The Land strategic outcome will focus in 2008–09 on building First Nations governance capacities through programs such as the Reserve Land and Environment Management Program. It will also pursue initiatives to promote greater land and resource based economic development, including the remediation of contaminated sites, modernization of the Indian Lands Registry, enhanced funding for land surveys, and support for additional projects under the *First Nations Commercial and Industrial Development Act*.

Financial Resources ($ millions)			
	2008–09	**2009–10**	**2010–11**
Direct	60.3	51.9	48.0
Attributed*	3.4	3.2	3.0
Total	63.8	55.1	51.0
Human Resources (FTEs)			
Direct	201.6	202.1	194.6
Attributed*	25.4	22.9	21.3
Total	227.0	225.0	215.9

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

Expected results of the Responsible Federal Stewardship program activity will be advanced in 2008–09 by:

- expanding the Reserve Land and Environment Management Program to build land, resource and environmental management capacity in First Nations communities;
- modernizing the Indian Lands Registry System to support more effective management of property interests on reserves;
- enhancing funding for land surveys to provide the basis for land use planning and make reserve land more attractive for economic development purposes;
- modernizing the *Indian Oil and Gas Act*, and exploring options for greater First Nations control over oil and gas; and
- implementing a policy on commercial leasing.

Performance Measurement

Expected Results	Performance Indicators
Fulfilment of Canada's land and resource related statutory duties under the *Indian Act* and the *Indian Oil and Gas Act*	• Number of First Nations using the Indian Lands Registry System • Dollar value per year of moneys collected by Indian Oil and Gas Canada on behalf of First Nations

Program Activity: First Nations Governance over Land, Resources and the Environment

Building First Nations governance with respect to land, resources and the environment is an investment. The department will continue to support those First Nations ready and willing to pursue governance options offered through an effective and expanded First Nations Land Management (FNLM) regime, which allows First Nations to manage their own land and resources and through implementation of the *First Nations Oil and Gas and Moneys Management Act* (FNOGMMA).

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	32.1	32.1	32.3
Attributed*	1.8	2.0	2.0
Total	33.9	34.1	34.3
Human Resources (FTEs)			
Direct	41.7	41.7	41.7
Attributed*	13.5	14.2	14.4
Total	55.2	55.9	56.1

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

Performance Measurement

Expected Results	Performance Indicators
Options for First Nations to operate outside the *Indian Act* and *Indian Oil and Gas Act* with respect to land, resources and the environment: • expanding the FNLM regime to support additional First Nations • supporting three First Nations as they vote on whether to become operational under FNOGMMA, and preparing for and coordinating the intake of additional First Nations	• Number of operational FNLM First Nations and FNOGMMA First Nations

Strategic Outcome: The Economy

The departmental long-term agenda for The Economy strategic outcome is securing economic well-being and prosperity for Aboriginal people and Northerners that is comparable to other Canadians. Improvement in this area has been positive, as measured by increased income levels, labour force participation and business sector share, but more needs to be done.

Financial Resources ($ millions)	2008–09	2009–10	2010–11
Direct	1,355.1	1,320.3	1,127.9
Attributed*	66.2	69.2	69.9
Total	1,421.4	1,389.5	1,197.8
Human Resources (FTEs)			
Direct	351.5	340.5	338.1
Attributed*	492.5	496.3	502.2
Total	844.0	836.8	840.3

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10.
Figures include the Northern Economy program activity from The Economy strategic outcome. *See box on p. 11

Over the past year, INAC has begun to establish a new approach for Aboriginal economic development, building on its new responsibility for business development and for the National Aboriginal Economic Development Board (NAEDB), that was transfered from Industry Canada. These new responsibilities have resulted in the creation of a newly formed Aboriginal Economic Development Sector that combines community economic development, business development, and strengthened policy and co-ordination, as well as an expanded role for NAEDB. For 2008–09, a key priority for the department will be developing a comprehensive and results-based approach for longer-term economic growth. INAC will work with the National Aboriginal Economic Development Board, Aboriginal leaders and institutions, other federal departments, provinces and territories, and the private sector in developing the new approach over the coming planning period.

Ensuring access to safe drinking water, adequate housing, and properly equipped school facilities is crucial for improving the quality of life of First Nations individuals and ensuring that they are able to participate effectively in the economy. To support The Economy strategic outcome, in 2008–09 the department will continue to make investments in First Nations community infrastructure, and launch new initiatives to increase access to funds for infrastructure projects and promote market-based housing.

THE ECONOMY Logic Model

Strategic Outcome: Increased participation of Aboriginal people and Northerners in the economy

Program Activities

Economic and Employment Opportunities for Aboriginal People
Sub-Activities
- Economic Opportunities
- Employment Opportunities

Economic Development
Sub-Activities
- Community Economic Development
- Business Development

Community Infrastructure
Sub-Activities
- Infrastructure Facilities
- Education Facilities
- Housing
- Community Management of Infrastructure

Immediate Outcomes
- Strong Aboriginal and northern individual and institutional capacity to activate economic opportunities
- Creation and expansion of Aboriginal and northern businesses and partnerships
- Community infrastructure that ensures health and safety and promotes engagement in the economy
- Effective Aboriginal financial institutions, community economic organizations and First Nations public works institutions

Intermediate Outcomes
- Proactively developed economic base
- Positive economic climate for Aboriginal communities and entrepreneurs
- Participation of Aboriginal people and Northerners in the economy

End Outcome
- Economic well-being and prosperity of First Nations, Inuit, Métis and Northerners

Program Activities: Economic and Employment Opportunities for Aboriginal People and Economic Development

These activities enables Aboriginal economic activity at the community and individual levels, and includes the provision of financial and advisory support to business development and community economic development organizations. Immediate strategic outcomes include the creation and expansion of viable Aboriginal businesses and effective Aboriginal financial institutions and community economic organizations. In 2008–09, while continuing to ensure the effective delivery of its programs and initiatives, INAC will broaden the reach of the Aboriginal Business Canada (ABC) program to include support for businesses in all economic sectors (for more on ABC, visit: http://www.ainc-inac.gc.ca/ps/abc/index-eng.asp). INAC will also undertake audits and evaluations of its major economic development programs to better inform program changes in the context of the department's new results-based approach for longer-term Aboriginal economic growth. Finally, INAC will make significant investments to support Aboriginal enterprises with improved access to private sector capital and open up access to professional advisory services. For more on INAC's economic development programs, visit: http://www.ainc-inac.gc.ca/ps/ecd/index_e.html.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	217.6	232.9	174.9
Attributed*	9.7	10.7	10.8
Total	227.3	243.7	185.7
Human Resources (FTEs)			
Direct	209.8	209.8	209.8
Attributed*	72.5	77.0	78.0
Total	282.3	286.8	287.8

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

Performance Measurement

Expected Results	Performance Indicators
Proactive employment policies by major employers for Aboriginal employees	• Number of employment partnerships established with major employers
Aboriginal businesses win contracts with the federal government	• Number and value of procurement contracts awarded to Aboriginal businesses
Effective community economic development organizations	• Number of community economic development organizations supported • Number of accreditations or certified individuals • Number of new and updated community economic development plans
Aboriginal businesses have the capacity to access debt and equity financing and advisory services	• Number of businesses created and expanded • Business survival rates
Effective Aboriginal Capital Corporations network	• Yield on Aboriginal Capital Corporation loans

Program Activity: Community Infrastructure

This activity provides financial and advisory assistance for the construction, acquisition, operations and maintenance of community infrastructure on reserves, for example, water supply, wastewater treatment and community buildings. It also aims to ensure that on-reserve community infrastructure is well-planned, effectively managed and comparable to that enjoyed by Canadians living off reserve (for more on community infrastructure and housing, visit: http://www.ainc-inac.gc.ca/ps/hsg/cih/index_e.html).

Financial Resources ($ millions)			
	2008–09	**2009–10**	**2010–11**
Direct	1,114.3	1,085.5	951.4
Attributed*	55.2	58.4	59.0
Total	1,169.5	1,143.8	1,010.4
Human Resources (FTEs)			
Direct	122.1	122.1	122.1
Attributed*	410.5	418.6	423.5
Total	532.6	540.7	545.6

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

In 2008–09, the department and Canada Mortgage and Housing Corporation will launch the $300 million First Nations Market Housing Fund, an initiative that will increase access to financing for individuals wishing to purchase homes on reserves. As of 2008–09, First Nations communities will also have access to the First Nations Infrastructure Fund, which will streamline access to funding to support roads and bridges, energy systems, solid waste management, and planning and skills development projects. During this time frame the department will continue to work on improving First Nations access to safe drinking water through building, upgrading and maintaining water and wastewater systems, and providing support for training and certification of system operators (for more on water, visit: http://www.ainc-inac.gc.ca/H2O/index_e.html). The department will also be renewing its water management policies to place greater emphasis on the construction of small water systems to promote cost-effectiveness and comparability.

Performance Measurement

Expected Results	Performance Indicators
Community infrastructure that ensures health and safety and promotes engagement in the economy	• Condition of community infrastructure assets according to Asset Condition Reporting System inspections • Percentage of maintenance management plans that are successfully implemented
Improved First Nations water and wastewater management	• Risk status of community waste and wastewater facilities • Percentage of water and wastewater facilities in compliance with departmental protocols • Percentage of certified water and wastewater operators
Improved First Nations housing	• Percentage of First Nations-reported adequate houses for each First Nations community • Number of First Nations eligible for access to the First Nations Market Housing Fund

Strategic Outcome: Office of the Federal Interlocutor

This strategic outcome will continue to open up greater opportunities for Métis, Non-Status Indians, and urban Aboriginal people. Using advocacy and leveraging relationships, and partnerships, the Office of the Federal Interlocutor helps improve socio-economic conditions among these specific groups of Aboriginal people, and will continue to lead the Government of Canada's management of Métis Aboriginal rights issues. The Urban Aboriginal Strategy will invest more than $68.5 million in Aboriginal priorities in key urban centres over the next five years and will leverage further investments from other partners. Making progress on systems to identify Métis harvesters will contribute to managing Métis Aboriginal rights issues. For more information on the Office of the Federal Interlocutor, visit http://www.ainc-inac.gc.ca/interloc/index-eng.asp.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	27.5	26.3	26.4
Attributed*	1.6	1.6	1.6
Total	29.0	28.0	28.0
Human Resources (FTEs)			
Direct	56.5	56.5	56.9
Attributed*	11.5	11.7	11.6
Total	68.0	68.2	68.5

Due to rounding, figures may not add to the totals shown.

For explanation of spending trend see page 10. *See box on p. 11

OFFICE OF THE FEDERAL INTERLOCUTOR Logic Model

Strategic Outcome: Promoting collaborative engagement of government and stakeholders, resulting in demonstrable improvement in socio-economic conditions of Métis, Non-Status Indians and urban Aboriginal people, and management of Métis Aboriginal rights issues

Program Activities

Co-operative Relations

- Support for Métis and Non-Status Indian issues from federal departments through involvement, policy development and financial support
- Partnerships that render practical solutions to high-priority community issues
- Métis membership systems in each region

Immediate Outcomes

- Organizational governance that is responsive to community needs in its representation and in its accountability to constituents and various levels of government

Intermediate Outcomes

- Agreements furthering self-government for Métis and Non-Status Indians
- Improved socio-economic conditions for Métis and Non-Status Indians from practical measures
- Reduction in the educational attainment gap between urban Aboriginal people and other Canadians
- Increased employment for urban Aboriginal people
- Increased business development for urban Aboriginal people
- Accredited Métis membership and harvester identification data
- Increased knowledge base relating to Métis Aboriginal rights

End Outcome

- Demonstrable improvement in socio-economic conditions of Métis, Non-Status Indians and urban Aboriginal people, and management of Métis Aboriginal rights issues

Program Activity: Co-operative Relations

A collaborative approach in which willing partners share responsibilities leads to improved efforts from all, and therefore better outcomes. Partnering with other departments, provinces, municipalities and other stakeholders will contribute to improved education outcomes among Métis, Non-Status Indians and urban Aboriginal people, increased access to economic and skills development, and greater opportunities for entrepreneurship. Working with partners will assist Aboriginal people in making the transition from rural or remote to urban communities.

Performance Measurement

Expected Results	Performance Indicators
Practical solutions rendered through partnerships and leveraged funding to address the socio-economic needs of Métis, Non-Status Indians and urban Aboriginal people	• Through partnerships, the amount of leveraged funding from other orders of government and stakeholders in addressing socio-economic needs of Métis, Non-Status Indians and urban Aboriginal people
Improved capacity of organizations to engage with governments and be more reactive and accountable to their constituents and/or communities	• Number of networks/tools to effectively communicate with constituents at the grassroots level • Number of organizations reporting improved capacity to work with governments to address the socio-economic development needs of their constituents and/or communities
Partnerships and relationships that lead to practical solutions in managing the Métis rights agenda	• Number of harvesters/members identified • Number of membership systems with successful audits • Number of observe/record/report instances and prosecutions • Number of instances of civil disobedience related to Métis harvesting

The North

The Northern Affairs Organization comprises four program activities from The Government, The People, The Land, and The Economy strategic outcomes that support INAC's Indian and Inuit Affairs mandate, as well as its Northern Development mandate. Activities related to the former are addressed under relevant strategic outcomes in previous sections of this report. This section addresses the responsibilities related directly to the Northern Development mandate.

INAC will continue to contribute to the overall objectives of an integrated Northern Strategy through its existing responsibilities in the North. It will also play a key role in establishing new initiatives under the Northern Strategy, such as building a world class Arctic research station and undertaking comprehensive mapping of Canada's Arctic seabed.

INAC will take the lead in co-ordinating the activities of all federal departments and agencies in support of the Northern Strategy. It will continue to manage ongoing federal interests; co-ordinate federal northern policy, federal-territorial relations, and aspects of claims and self-government implementation; and oversee federal circumpolar activities. In the Northwest Territories and Nunavut, the department manages the sustainable development of natural resources, including preserving, maintaining, protecting and rehabilitating the northern environment, while preparing for devolution to northern governments of resource management and other responsibilities. The department is responsible for assisting Northerners, including Aboriginal people, in developing political and economic institutions that enable them to assume increasing responsibilities under devolution.

THE NORTH Logic Model

Program Activities
Northern Governance
Healthy Northern Communities
Sub-Activities
• Hospital and Physician Services
• Food Mail
• Knowledge and Adaptation
Northern Land and Resources
Sub-Activities
• Contaminated Sites
• Management of Land and Resources
Northern Economy
Immediate Outcomes
• Participation of First Nations, Inuit, Métis and Northerners in the governance of communities, land and resources
• Participation in circumpolar forums to foster improved relations with circumpolar nations
• Continued access to nutritious perishable food and medical services
• Increased understanding of the causes and effects of changing environmental conditions and ways to deal with them
• Resource management and exploration activities are supported and managed in partnership with First Nations, Inuit, Métis and Northerners
• Effective land, water and environmental management functions in the North
• Private sector interest in the North
• First Nations, Inuit, Métis and northern individuals and organizations have the skills capacity to take advantage of economic opportunities
Intermediate Outcomes
• Sustainable and effective Aboriginal and Northern Governments
• Creating environmentally sustainable communities and improved health and well being of Aboriginal people and Northerners
• Sound and proactive stewardship of Northern land and resources
• First Nations, Inuit, Métis and Northerners are engaged in and benefiting from economic development opportunities
End Outcome
• The people of the territories are self-reliant, healthy, skilled and live in prosperous communities by serving as responsive stewards of the environment and being fully engaged in the economy and collaborative governance of resources and social supports

Four program activities contribute to this strategic outcome: Northern Governance; Healthy Northern Communities; Northern Land and Resources; and the Northern Economy. Expected results are good northern governance, including effective institutions and co-operative relationships; strengthened individual and family well-being; sustainable use of land and resources; and a strong and stable economy that supports prosperity for Aboriginal people, Northerners and all Canadians.

INAC has identified the following areas of focus for 2008–09:

- leading and co-ordinating initiatives under the Northern Strategy, including the development of an Arctic research station and mapping the Arctic seabed;
- supporting northern development and environmental stewardship through improvements to the northern regulatory systems and investing in economic development and diversification;
- making progress on devolution in the Northwest Territories and Nunavut;
- continuing to lead Canada International Polar Year activities;
- supporting the advancement of the Mackenzie Gas Project and associated oil and gas development; and
- reforming the Food Mail program.

For more on the Northern Affairs Organization visit: http://www.ainc-inac.gc.ca/ps/nap/index-eng.asp.

Program Activity: Northern Governance

This program activity operates under The Government strategic outcome (see Program Activity Architecture). This activity supports the growth of strong, effective and efficient government structures through legislative, policy and programming initiatives; the negotiation of agreements for transferring responsibility for land and resource management to northern governments; and the strengthening of intergovernmental co-operation internationally on circumpolar issues for addressing Arctic issues through agreements, protocols and information sharing.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	13.9	16.1	15.2
Attributed*	0.5	0.6	0.6
Total	14.4	16.7	15.8
Human Resources (FTEs)			
Direct	43.4	43.4	43.4
Attributed*	4.0	4.2	4.2
Total	47.4	47.6	47.6

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

Performance Measurement	
Expected Results	**Performance Indicators**
Strengthened and autonomous northern governments via ongoing intergovernmental co-operation and the transfer of responsibilities for land and resource management	• Achievement of key milestones in negotiating the devolution of provincial-type responsibilities to territorial governments
Enhanced involvement in managing circumpolar issues that affect the Canadian North, and enhanced capacity to capitalize on emerging socio-economic opportunities in the circumpolar regions	• Number of circumpolar events, meetings, forums, and projects co-ordinated and/or participated

Program Activity: Healthy Northern Communities

This program activity operates under The People strategic outcome (see Program Activity Architecture). It addresses the health and well-being of communities and individuals in the North. To support environmentally sustainable communities, INAC assesses levels, trends and effects of contaminants on the health of Northerners and wildlife under the Northern Contaminants Program. To contribute to the health and well-being of Aboriginal people in the North, INAC reimburses the governments of the Northwest Territories and Nunavut for a portion of their costs for providing hospital and physician services to First Nations and Inuit residents of their respective territories and makes payments to Canada Post to subsidize the transportation of nutritious perishable food and other essential items by air to isolated northern communities under the Food Mail Program. This activity will also help to ensure that Northerners are well-equipped to deal with climate change by expanding knowledge of its impacts and ways to adapt to it, particularly through International Polar Year activities. For more information on climate change visit: http://www.ainc-inac.gc.ca/clc/index_e.html.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	103.9	92.4	88.5
Attributed*	5.8	5.6	5.5
Total	109.6	98.0	94.0
Human Resources (FTEs)			
Direct	23.1	22.1	22.1
Attributed*	42.9	40.3	39.4
Total	66.0	62.4	61.5

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10. *See box on p. 11

Performance Measurement

Expected Results	Performance Indicators
Improved health services via the reimbursement of the governments of the Northwest Territories and Nunavut for a portion of their costs to provide hospital and physician services to the First Nations and Inuit residents of their respective territory	• Concluding a separate grant agreement with the government of the Northwest Territories and the government of Nunavut
Reduced cost and increased consumption of nutritious perishable food in isolated northern communities	• Cost and quality of nutritious perishable food in isolated northern communities • Volume of food mail shipments
Reduced levels of contaminants in traditional/country foods and reduced risk to humans	• Reduced risks to target groups as a result of informed choices about use of traditional/country foods • Incorporation of northern contaminants data into international agreements to reduce contaminants in the environment and people
Northerners, Aboriginal people, youth and northern communities are engaged in International Polar Year (IPY) activities and new data, information and knowledge developed related to impacts and adaptation to a changing climate and to health and well-being in the North	• Number of Northerners participating in IPY activities and research projects • Number of research projects integrating traditional knowledge • Number and geographic extent of data sets resulting from IPY research projects • Number of publications resulting from IPY-sponsored research • Specific relevant research results

Program Activity: Northern Land and Resources

This program activity operates under The Land strategic outcome (see Program Activity Architecture). In the North, efforts will continue in support of established northern resource management boards, and creating new boards where they are required by land claims and self-government agreements that will provide Northerners a voice in managing the impacts of increased resource development.

This activity also supports sustainable development in the North through improved environmental management and stewardship, which includes cleaning up contaminated sites and improving the effectiveness of the northern regulatory system.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	182.2	160.6	63.6
Attributed*	10.2	9.8	3.8
Total	192.5	170.3	67.4
Human Resources (FTEs)			
Direct	346.8	265.8	250.1
Attributed*	76.1	70.1	27.2
Total	422.9	335.9	277.3

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10.
Reduction in direct financial and human resources reflects the sunset of targetted funding provided for the Mackenzie Gas Project and the Federal Contaminated Sites Action Plan. *See box on p. 11

Performance Measurement

Expected Results	Performance Indicators
Sustainable use of lands and resources by First Nations, Inuit, Métis and Northerners	• Proposed legislative and regulatory changes • Number of sites designated under the protected areas' strategy
Sustained support for northern exploration and development of new lands and co-ordination of federal northern oil and gas science initiatives	• Calls for nomination are conducted in the Beaufort Delta, Central Mackenzie Valley and Arctic Islands of Nunavut to facilitate exploration leases for oil and gas development • Completion of federal northern oil and gas research projects as funded in Budget 2005 • Mining exploration and new operating mines
Contaminated sites managed to ensure the protection of human health and safety and the environment: • Assessing and remediating contaminated sites • Supporting employment and training of Northerners	• Assessment of suspected sites completed • Number of sites remediated or under way • Levels of employment

Program Activity: Northern Economy

This program activity operates under The Economy strategic outcome (see Program Activity Architecture). This activity builds strong and stable territorial economies that support prosperity for Aboriginal people, Northerners and all Canadians, as well as sustainable, collaborative and productive relationships among governments, organizations, associations with economic interests and the private sector. INAC also advocates for northern economic development within the federal system and serves as a federal delivery partner for Infrastructure Canada programs in the three territories (results are reported to Parliament by Infrastructure Canada).

For more information on northern economic development, visit: http://www.ainc-inac.gc.ca/ps/nap/sined/index_e.html.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Direct	23.2	1.9	1.6
Attributed*	1.3	0.1	0.1
Total	24.5	2.1	1.7
Human Resources (FTEs)			
Direct	19.6	8.6	6.2
Attributed*	9.5	0.7	0.7
Total	29.1	9.3	6.9

Due to rounding, figures may not add to the totals shown.
For explanation of spending trend see page 10.
Reduction in direct financial and human resources reflects the sunset of targetted funding provided for Strategic Investments in Northern Economic Development. *See box on p. 11

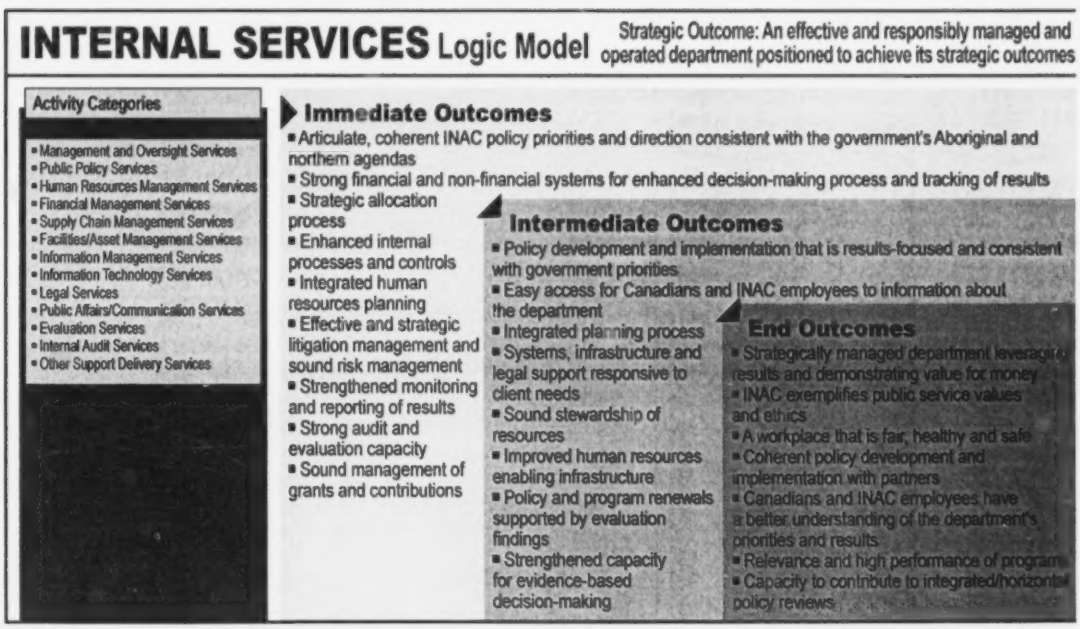
Performance Measurement

Expected Results	Performance Indicators
Provision of scientific and policy research related to the economic knowledge base or innovation in the North	• Amount of new data developed or made available to the public • Number of consultations undertaken to develop policy positions • Number of projects that spur or support innovative development
Private sector interest in the North	• Number of benefit plans for oil and gas activity approved by the Minister • Number of new claims registered and number of claims taken to lease as registered at the Yellowknife and Iqaluit Mining Recorders offices
Northerners have the skills and capacity to take advantage of economic opportunities	• Number of Northerners benefiting from measures to enhance skill development • Number of businesses benefiting from improved access to capital or business advice • Number of businesses benefiting from improved ability to commercialize products or services • Number of organizations benefiting from enhanced capacity
Northerners have access to economic infrastructure	• Number of Northerners benefiting from improved access to technology, including affordable telecommunication services • Number of business cases or studies completed to support major economic infrastructure development

Internal Services

Under this strategic outcome, 13 prescribed activity categories combine to enable program areas to pursue the Indian and Inuit Affairs and Northern Development mandates in a manner that meets the stewardship requirements of the government's Management, Resources and Results Structure and the performance standards of the Management Accountability Framework, and is congruent with the government's broader management agenda, including human resources and information management/information technology (IM/IT) renewal. Together, these internal services activity categories contribute to Government of Canada goals of increased federal accountability and transparency.

In addition to ongoing commitments, the Internal Services strategic outcome includes a number of management initiatives for the current planning period. With respect to human resources, initiatives will be put in place to attract new talent to the department and equip existing personnel to meet new policy and program delivery challenges, as well as to establish a more principled and ethics-driven workplace. In support of increased understanding of Aboriginal and northern priorities and the department's work in support of these priorities, new communications initiatives will be launched, including greater use of new technologies, revitalization of the department's website and increased internal communications activities. Renewal of INAC's IM/IT planning process and enhanced financial allocation and performance reporting number among the initiatives aimed at providing program areas with timely and accurate information that will support more effective resource allocation and program delivery decisions. Audit and evaluation services enhance risk management practices and strengthen the performance measurement regime. Finally, the


INTERNAL SERVICES Logic Model
Strategic Outcome: An effective and responsibly managed and operated department positioned to achieve its strategic outcomes
Activity Categories
• Management and Oversight Services
• Public Policy Services
• Human Resources Management Services
• Financial Management Services
• Supply Chain Management Services
• Facilities/Asset Management Services
• Information Management Services
• Information Technology Services
• Legal Services
• Public Affairs/Communication Services
• Evaluation Services
• Internal Audit Services
• Other Support Delivery Services
Immediate Outcomes
• Articulate, coherent INAC policy priorities and direction consistent with the government's Aboriginal and northern agendas
• Strong financial and non-financial systems for enhanced decision-making process and tracking of results
• Strategic allocation process
• Enhanced internal processes and controls
• Integrated human resources planning
• Effective and strategic litigation management and sound risk management
• Strengthened monitoring and reporting of results
• Strong audit and evaluation capacity
• Sound management of grants and contributions
Intermediate Outcomes
• Policy development and implementation that is results-focused and consistent with government priorities
• Easy access for Canadians and INAC employees to information about the department
• Integrated planning process
• Systems, infrastructure and legal support responsive to client needs
• Sound stewardship of resources
• Improved human resources enabling infrastructure
• Policy and program renewals supported by evaluation findings
• Strengthened capacity for evidence-based decision-making
End Outcomes
• Strategically managed department leveraging results and demonstrating value for money
• INAC exemplifies public service values and ethics
• A workplace that is fair, healthy and safe
• Coherent policy development and implementation with partners
• Canadians and INAC employees have a better understanding of the department's priorities and results
• Relevance and high performance of programs
• Capacity to contribute to integrated/horizontal policy reviews

department's policy services, supported by INAC's legal services and litigation management services, will expand their government-wide co ordinating roles with respect to both Aboriginal and northern priorities.

Performance Measurement	
Expected Results	Performance Indicators
Human Resources: A diverse, representative, capable workplace and workforce to deliver INAC's mandate	• Clear direction, collaboration and respect for employees' linguistic rights, diversity and personal circumstances are reflected in the workplace • Workplace is a healthy and safe physical and psychological environment • Workforce has the capacity to perform its duties (size, mix of skills and diversity of backgrounds)
Implementation of the Integrity, Values and Conflict Resolution Centre: Improved access and effectiveness of services offered to all INAC employees related to workplace conflict, wrongdoing, harassment, values and ethics	• Number of employees accessing services • Usage level of alternative dispute resolution and reduction of the number of grievances and harassment and human rights complaints • Level of employee satisfaction with services
Communication: Canadians and employees have a better understanding of Aboriginal and northern issues, and the department's priorities and results	• Tracking of restructuring of INAC's website for easier access to information frequently requested by Canadians • Level/amount of new and updated information and multimedia products posted on the departmental website • Usage level of new technology, such as webcasting, to communicate with Canadians and employees
Information Management Branch: Renewed IM/IT planning process	• Implementation tracking of governance and structure in support of the departmental IM/IT planning process renewal
Resource Management: Enhanced financial allocation informed by performance reporting	• Budgets are allocated based on resource plans with rationales
Audit Services: Oversight to ensure that spending is achieved through measurable results in a way that is efficient and provides value for money	• Management Accountability Framework assessments in oversight and controls • Degree of professional capacity (in terms of number of professionals and competency/accreditation levels)
Evaluation Services: Highly developed challenge function to ensure ongoing policy relevance and high performing programs	• Percentage of evaluation recommendations reflected in policy and program renovation/renewal • Management Accountability Framework assessments in oversight (specifically pertaining to corporate performance reporting) • Degree of professional capacity (in terms of number of professionals and competency accreditation levels)
Public Policy Services: Expand INAC's policy leadership role and enhance Government-wide Aboriginal and Northern policy initiatives	• Number of INAC-led initiatives

Canadian Polar Commission

The main strategic outcome of the Canadian Polar Commission is increased Canadian polar knowledge, which is intended to help Canada acquire the wide range of information needed for effective policy and research program development in the polar regions, and to maintain Canada's position as a leading polar nation.

Financial Resources ($ millions)			
	2008–09	2009–10	2010–11
Total	1.0	1.0	1.0
Human Resources (FTEs)			
Total	5	5	5

This activity ensures that adequate polar science infrastructure and logistics are available to Canadian researchers and that a polar science policy is developed with participation of all stakeholders to support and co-ordinate Canadian polar research. The Canadian polar research community is diverse and dispersed, with small research institutes supporting a broad range of research activities. The Commission co-ordinates research activities to increase efficiency and generate greater exchange of information.

This strategic outcome also ensures growing understanding among Canadians of Canada's North and its many dimensions: the environment, sustainable development, sovereignty, social issues and climate change.

Activity: Research Facilitation and Communication

The Canadian Polar Commission is responsible for monitoring, promoting and disseminating knowledge of the polar regions; contributing to public awareness of the importance of polar science to Canada; enhancing Canada's international profile as a circumpolar nation; and recommending polar science policy direction to government. The Commission initiates, sponsors and supports conferences, seminars and meetings; maintains the Canadian Polar Information Network to disseminate knowledge pertaining to the polar regions; undertakes and supports studies related to the polar regions; recognizes achievements and contributions related to its mandate; and publishes the *Meridian* newsletter and the *Newsletter of the Canadian Antarctic Research Network*, as well as other reports and publications.

Performance Measurement

Expected Results	Performance Indicators
Improved access to polar science information by government and public	• Number of accessed polar science information by Canadians • Survey Canadians on how they believe they are affected by polar science
Improved awareness by government and public of the progress and effectiveness in Canada of the International Polar Year	• Number of new generation of polar scientists recruited • Number of accessed to research information
Canada increased international influence in polar science and Canada's priorities integrated into international polar science policies	• Number of international polar science bodies attended • Number of communications published on research agenda • Number of information exchanges from polar science bodies

Departmental links to the Government of Canada Outcomes

Expected Results	Planned Spending ($ millions)			Alignment to Government of Canada Outcome Area
	2008–09	2009–10	2010–11	
Strategic Outcome: The Government				
Governance and Institutions of Government	658.0	663.9	670.5	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Co-operative Relationships	220.2	211.7	181.3	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Claims Settlements	836.6	458.7	460.3	Strong Economic Growth
Northern Governance	14.4	16.7	15.8	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Strategic Outcome: The People				
Managing Individual Affairs	30.5	26.0	28.2	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Education	1,739.4	1,806.1	1,791.8	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Social Development	1,491.5	1,538.8	1,544.7	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Healthy Northern Communities	109.6	98.0	94.0	Healthy Canadians with Access to Quality Health Care
Strategic Outcome: The Land				
Clarity of Title to Land and Resources	9.5	5.8	5.7	Strong Economic Growth
Responsible Federal Stewardship	63.8	55.1	51.0	A Clean and Healthy Environment
First Nations Governance over Land, Resources and the Environment	33.9	34.1	34.3	Strong Economic Growth
Northern Land and Resources	192.5	170.3	67.4	Strong Economic Growth
Strategic Outcome: The Economy				
Economic and Employment Opportunities for Aboriginal People	1.6	1.6	1.6	Strong Economic Growth Income Security and Employment for Canadians
Economic Development [These are combined in a single program activity in the description section]	225.7	242.1	184.1	Strong Economic Growth Income Security and Employment for Canadians
Community Infrastructure	1,169.5	1,143.8	1,010.4	Strong Economic Growth
Northern Economy	24.5	2.1	1.7	Strong Economic Growth
Strategic Outcome: Office of the Federal Interlocutor				
Co-operative Relations	29.0	28.0	28.0	Diverse Society that Promotes Linguistic Duality and Social Inclusion
Total	6,850.3	6,502.6	6,171.0	

Due to rounding, figures may not add to the totals shown.

Links to Tables

The following tables can be found electronically at:
http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Details of Transfer Payments Programs
Evaluations and Internal Audits
Green Procurement
Horizontal Initiatives
Loans, Investments, and Advances (Non-budgetary)
Services Received without Charge
Source of Non-Respendable Revenue
Summary of Capital Spending by Program Activity
Sustainable Development Strategy

These tables can be found on the departmental website at:
http://www.ainc-inac.gc.ca/pr/est/index-eng.asp

Departmental Planned Spending and Full-time Equivalents
Voted and Statutory Items displayed in the Main Estimates

Sustainable Development Strategy

In 2008–09, INAC enters the second year of implementation of its Sustainable Development Strategy (SDS) 2007–2010. This is the fourth SDS tabled by the department since 1997, building on INAC's sustainable development principles and vision that are directly linked to departmental mandate and responsibilities. SDS 2007–2010 establishes a strategic sustainable development framework for the department based on the strategic outcomes, as well as two strategic directions: Supporting Sustainable Communities and Building a Culture of Sustainability. It includes 15 results-oriented targets in line with departmental priorities. Under this fourth strategy, SDS reporting is increasingly co-ordinated and integrated with departmental planning and reporting documents such as strategic outcome plans, the *Report on Plans and Priorities* and the *Departmental Performance Report*. INAC produces a separate SDS progress report annually.

All SDS 2007–2010 targets support one or more of the departmental strategic outcomes, and are directly linked to departmental and federal priorities and initiatives including improving access to safe water for First Nations, the Clean Air initiative, the Greening of Government Operations initiative, and the Federal Contaminated Sites Remediation Program.

Since the tabling of SDS 2007–2010, the department has not modified any target. However, due to changes in governmental priorities resulting in delays of program implementation, the logic model for target 1.4.2 had to be modified:

> **Target 1.4.2 — Support development of First Nation, Inuit and northern communities' capacity to adapt to the impacts of climate change** (See http://www.ainc-inac.gc.ca/sd/sd0710/sd0710_e.pdf, page 35): The approval process was delayed until late fall 2007 and program implementation will begin in 2008–09. Planned internal activities to identify departmental risks and opportunities were modified.

To learn from experience and reflect on sustainable development integration into departmental programs and policies, INAC will begin three policy processes in 2008–09. First, a formative evaluation of SDS 2007–2010 will be conducted to identify strengths, weaknesses and lessons learned from the implementation of this fourth SDS. Second, an environmental scan focusing on sustainable development and building on the departmental environmental scan will be conducted to identify challenges and opportunities for the department in implementing sustainable development. Finally, to complete this process and obtain a better picture of how INAC can support development of sustainable Métis, First Nations, Inuit and northern communities, discussions will be undertaken with key partners from inside and outside the department. All this work will lead to development of new departmental approaches toward sustainable development, as well as support of INAC's contribution to Canada's sustainable development agenda.

Sustainable development is at the heart of INAC's mandate. The department has, therefore, a strong commitment to implementing sustainable development, and has been working with other federal departments on initiatives to further develop and enhance the federal approach to sustainable development. This work will continue over the upcoming years, and the department will continue to contribute to these processes.

For more information on the Commissioner of the Environment and Sustainable Development, visit: http://www.oag-bvg.gc.ca/internet/English/oag-bvg_e_921.html.

For more information on Sustainable Development and the Government of Canada, visit: http://www.sdinfo.gc.ca/s1_e.cfm.

For more information on INAC's Sustainable Development Strategy, visit: http://www.ainc-inac.gc.ca/sd/sd0710/index_e.html.

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